

MEMO

DATE: October 4, 2007

TO: Community, Economic & Human Development Committee

FROM: Douglas Kim, SCAG Consultant; kimd@scag.ca.gov, (213) 236-1967

SUBJECT: Regional Comprehensive Plan Update

BACKGROUND:

The pending update to the Regional Comprehensive Plan (RCP) will lay out a vision for how Southern California can achieve sustainability in nine areas of policy, including Transportation, Land Use and Housing, Water, Air Quality, Solid Waste, Energy, Open Space, Economy, and Security and Emergency Preparedness.

Staff will present an update on the development of the Draft RCP, which is scheduled for release in November. Included for review and comment are the following attachments:

- Draft Highlights for the Land Use & Housing and Economy chapters. Based on the RCP's Vision and Guiding Principles that were reviewed by the CEHD on July 12, 2007, staff has developed draft recommendations for the Land Use & Housing chapter and the Economy chapter for the Committee's review and comment. Initial recommendations from these chapters were last presented to the CEHD in March 2007. The RCP Task Force subsequently approved refinements to these recommendations in July and August 2007.
- Education essay. The draft essay provides an initial framework for approaching education and creating a comprehensive education strategy for the region in a future RCP. The essay focuses on the idea of re-designing schools to become vital centers of communities. The current incarnation of the essay was developed through a multi-year process that included numerous discussions with the RCP Task Force and CEHD.
- Draft Highlights for the Remaining RCP Chapters. To prepare for the CEHD's review of the Draft 2008 RCP, staff has included the highlights of the seven RCP chapters that have been reviewed by the Energy and Environment Committee and the Transportation and Communications Committee. These were previously reviewed by the RCP Task Force in early summer 2007. Staff will incorporate these and comments from the policy committees into the development of the Draft RCP.

Attachments:

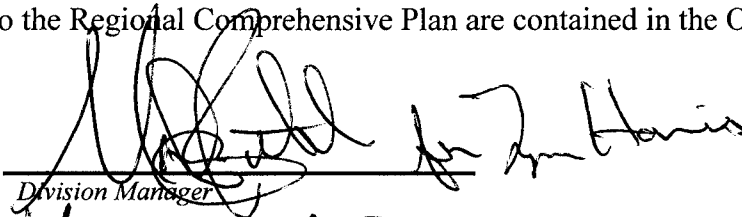
1. RCP Land Use and Housing Chapter – Draft Goals, Outcomes, and Action Plan
2. RCP Economy Chapter – Draft Goals, Outcomes, and Action Plan
3. RCP Education Essay
4. RCP Draft Goals, Outcomes, and Action Plans for Transportation, Security and Emergency Preparedness, Energy, Water, Open Space, Solid Waste, Air Quality

MEMO

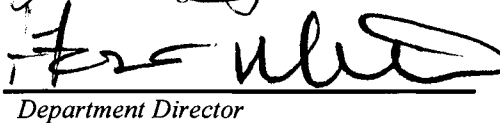
FISCAL IMPACT:

Activities related to the Regional Comprehensive Plan are contained in the OWP under the work element 08-035.SCGS1.

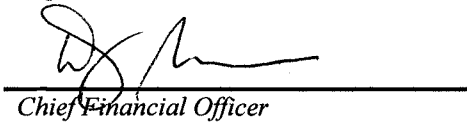
Reviewed by:


Division Manager

Reviewed by:


Department Director

Reviewed by:


Chief Financial Officer

RCP Land Use & Housing Chapter

Draft Goals, Outcomes and Action Plan

Goals

- **Implement the Compass Blueprint:**
 - Maximize the efficiency of existing and planned transportation network by focusing growth in existing and emerging centers and near major transportation corridors.
 - Use the Compass Blueprint to ensure that future transportation improvements serve these focus areas.
 - Provide the necessary amount and mix of housing for our growing, changing population.
 - Create significant areas of mixed-use development and walkable, “people-scaled” communities.
 - Inject new life into under-used areas by creating vibrant new business districts, redeveloping old buildings and building new businesses and housing on vacant lots.
 - Preserve existing, stable, single-family neighborhoods.
 - Protect important open space, environmentally sensitive areas and agricultural lands from development.
 - Promote green building standards in new development.

Outcomes

- 100% of City and County General Plans are consistent with Compass Blueprint by 2012.
- Increase the number of new housing units and jobs created within the Compass 2% Strategy Opportunity Areas by 2012 and improve the regional jobs-housing balance.
- Reduce the region’s vehicle miles traveled from carbon-based fueled vehicles to 1990 levels by 2020.
- Add one housing unit for every 3 persons of population growth and one new housing unit for every 1.5 new jobs.

- Reduce the percentage of households paying more than 30% of income for housing by 20% from the year 2000 level.
- Increase the region's homeowner affordability index so that the relationship of median income to median home price mirrors the national average.
- Achieve a regional housing vacancy rate of 1.5% for owner-occupied units and 5% for rental units to maintain a healthy housing market.
- Significantly decrease the rate of land consumption and urbanization between 2007 and 2035.
- Significantly increase the density of urbanized areas between 2007 and 2035.
- All cities in the region adopt green building standards by 2012.

Action Plan

Constrained Actions

LU-1. Provide technical assistance and regional leadership to implement the Compass Blueprint growth scenario and integrate growth and land use planning with the existing and planned transportation network.

- LU-1.1** SCAG shall provide planning services to local governments through Compass Blueprint Demonstration Projects.
- LU-1.2** SCAG shall continue with a targeted public relations strategy that emphasizes regional leadership, the benefits and implications of Compass Blueprint, and builds a sense of common interests among Southern Californians.
- LU-1.3** SCAG shall expand the role of the Compass Partnership, a forum convening representatives from government, civic leaders and members of the development community. The Compass Partnership will advise the region on how public-private partnerships will help leverage the outcomes outlined in this chapter.

LU-2. Local jurisdictions should identify opportunities that are consistent with state Housing Element law to accommodate the forecast housing need identified through the RHNA process.

LU-3 Leverage federal and State and local funds to implement the Compass Blueprint.

- LU-3.1** Stakeholders should leverage state infrastructure bond financing, including the Department of Housing and Community Development's Transit Oriented Development program and supporting legislation that will target infrastructure bond funds for regions with adopted growth visions such as the Compass Blueprint and for projects consistent with these visions.
- LU-3.2** To provide housing, jurisdictions should leverage existing state programs such as HCD's Workforce Incentive Program and the state density bonus law and create local incentives such as housing trust funds, tax-increment-financing districts in redevelopment areas and around transit villages and partnerships with non-governmental stakeholders.
- LU-3.3** SCAG shall continue to support and provide funding for the statewide Blueprint Planning program.
- LU-3.4** Subregional organizations should leverage the federal transportation planning funds available at the subregional level, to complete projects that integrate land use and transportation planning and implement Compass Blueprint principles.

LU-4 Local communities should consider shared regional priorities, as outlined in the Compass Blueprint, Regional Transportation Plan, and this Regional Comprehensive Plan, in determining their own development goals and drafting local plans.

- LU-4.1** Local jurisdictions should take a comprehensive approach to updating their General Plans, keeping General Plans up-to-date and providing progress reports on General Plan updates and implementation, as required by law. Communities are strongly encouraged to submit the General Plan and General Plan elements to SCAG under the Inter-Governmental Review Program.
- LU-4.2** Local governments should adopt, with technical assistance from SCAG, green building standards.
- LU-4.3** Local governments and subregional organizations should develop ordinances and other programs, particularly in the older, more urbanized parts of the region, which will enable and assist in the cleanup and redevelopment of brownfield sites.
- LU-4.4** Local governments and subregional organizations should develop adaptive reuse ordinances and other programs that will enable the conversion of vacant or aging commercial, office, and some industrial properties to housing and mixed use with housing.

LU-5 SCAG shall develop an objective monitoring system to gather data and measure regional progress toward implementing the Compass Blueprint growth scenario and achieving the outcomes outlined in this chapter.

LU-5.1 Define a methodology for assessing local General Plans' consistency with Compass Blueprint

LU-5.2 Develop a data set and methodology for determining what portion of regional growth is occurring within 2% Strategy Opportunity Areas.

LU-6 SCAG shall use its Intergovernmental Review process (IGR) role to provide robust review and comment on large development projects and their consistency with the Compass Blueprint.

LU-7 SCAG will further develop land use performance measures to be included in future Regional Transportation Plans.

Strategic Initiatives

LU-S1 SCAG and county transportation commissions should initiate a program to secure significant resources for implementing Compass Blueprint. The program would provide infrastructure funding for specific allowable costs of development projects that integrate land use and transportation planning and are consistent with the 2% Strategy.

LU-S2 SCAG shall continue efforts, in collaboration with state agencies and local jurisdictions, to significantly reform state Housing Element law and the Regional Housing Needs Assessment process. These reforms should promote the broad goals stated by the Secretary of Business, Transportation and Housing and shared by SCAG:

- Each municipality has a clear responsibility to provide housing based on the growth in population and jobs generated in the community.
- Jurisdictions should be able to collaborate in meeting housing needs.
- Planning for housing should be pursued over a longer time frame in line with other major growth planning efforts.

LU-S3 The State, in collaboration with regional organizations and local jurisdictions, should work to re-structure and re-

incentivize the municipal finance system that currently challenges virtually all local governments in California and often promotes inefficient land uses. Changes should:

- Ensure the reliability of revenue streams to local government such that local finances are not the first resort in difficult budget years.
- Re-structure sources of municipal revenue to place less emphasis on retail development and sales tax receipts, and to incentivize housing development and other land use changes consistent with regionally shared goals.

RCP Economy Chapter

Draft Goals, Outcomes and Action Plan

Goals

- Position the SCAG region and its economy to seize opportunities and address challenges that will enhance the region’s mobility, livability, prosperity, and sustainability.
- Enable business to be profitable and competitive (locally, regionally, nationally, and internationally).
- Promote an economy that rewards hard work, perseverance, and ingenuity to allow individuals and families to achieve a better quality of life.
- Ensure a healthy, flourishing economy that provides sufficient employment opportunities to decrease poverty and meet the basic needs of all the people who participate in our economy by:
 - Promoting education and workforce training policies that give residents an opportunity to compete for the full range of jobs available with good wages and benefits;
 - Encouraging and enabling charities and non-profits to help provide for the poorest in our region;
 - Achieving economic development while being consistent with the region’s sustainability goals for land use, air quality, and other resource areas; and
 - Accomplishing this within an ecological and sustainable context that uses resources wisely.

Outcomes

- Increase job growth to add three million jobs to the regional economy by 2035.
- Eliminate gaps in educational achievement between different racial and ethnic groups by 2035.

- Increase the real per capita income to restore 1997 levels of household and individual purchasing power.
- Expand green technologies and employment above and beyond Title 24 requirements by 2035.
- Increase the region's economic vitality and attractiveness by focusing housing and job additions in urban centers, employment centers, and transportation corridors, such that there will be a minimum of 35% of the region's household growth and 32% of employment growth in these areas from their levels in 2005 by 2035.
- Increase the affordability of health care by 50% to reduce losses in productivity resulting from inaccessible health care.
- Increase the diversification of the region's economy by promoting sustained economic health, strengthening local self-reliance and expanding global competitiveness.

Action Plan

Constrained Actions

EC-1. Improving the Economic Competitiveness of Key Industry Clusters

- EC-1.1** Form an active Prosperity Partnership, a coalition of public and private entities, dedicated to developing and implementing a common economic strategy for the SCAG region.
- EC-1.2** Partner with institutions that will help develop global trade logistics infrastructure needed for local businesses to remain competitive.
- EC-1.3** Partner with economic development organizations to assist the region in attracting and retaining both local and foreign investment.
- EC-1.4** Increase awareness - both private and public sectors - of efforts currently underway supporting industry cluster formation in our region.
- EC-1.5** Encourage regional universities and business schools to explore opportunities to maximize benefits to the region from public dollars.
- EC-1.6** Promote regional policies that:
 - Promote sustainable economic development, within an ecological context, that uses resources wisely and sustainably and builds sustained economic health.
 - Reward local ingenuity, initiative, enterprise and creativity.

- Give local governments the flexibility to attract needed businesses and jobs into their communities without compromising social or environmental standards.
- Promote fiscal reform at the state, county and local level (involving sales, property and income taxes) to meet the regions capital investment needs of the region's economy. Reform must address increasing local control over school and transportation funds and de-emphasize local dependence on sales tax revenues. Overall, tax systems should be diverse enough to protect against over-reliance upon any small number of income streams.
- Work with industries to diversify their industrial bases.
- Help local firms replace jobs that cannot be retained.
- Expand employment in existing high-wage service-sector firms.
- Foster growth of small and medium-sized, locally-based firms.

EC-1.7 Promote the region's livability and quality of life, along with its business climate and working conditions by support investments in attracting, retaining, educating and training a diverse, skilled labor force necessary to attract workers and firms.

EC-2. Promoting Education and Workforce Training

- EC-2.1** Support development of workforce strategies that upgrade skills and open up career opportunities for adult workers who need to adapt to change.
- EC-2.2** Inform stakeholders (workforce boards, community colleges and businesses) about the long-term demographic and workforce trends in the SCAG regional forecast.
- EC-2.3** Support K-12 education programs, particularly for at-risk students that help improve high school graduation rates and increase opportunities for all qualified students to attend and graduate from college.
- EC-2.4** Support programs that develop workforce in the green technology sector.
- EC-2.5** Partner with workforce boards and community colleges in identifying specialized training courses that:
- Meet current and future job needs.
 - Upgrade technological skills and open up career opportunities of adult and young workers.
 - Assist people adapting to change.
- EC-2.6** Support an increase in opportunities for immigrants to learn English at convenient times and locations.
- EC-2.7** Support programs that connect school district databases region-wide to track and assess student performance to better ensure a match between education and skill requirements and attainment.

EC-3. Developing a Sustainable Goods Movement Strategy/ Environmentally Friendly, Sustainable Economy:

- EC-3.1** Actively engage environmental stakeholders to promote efficiencies, conservation, and renewable energy resources by working with the business sector and government agencies, such as the California Center for Sustainable Energy, the state's Environmental Agency (Cal-EPA), the California Transportation Commission, and others.
- EC-3.2** Partner with organizations that promote the creation of new advanced, environmental friendly, sustainable technologies for all sectors in the region's economy.
- EC-3.3** Encourage industries to incorporate more energy efficient resources into their products.
- EC-3.4** Develop a suite of technologies or a renewable portfolio of services that allow the SCAG region to plan for a greener, more sustainable economy.
- EC-3.5** Support efforts to increase employment in green, sustainable technologies and/or related industries.
- EC-3.6** Promote the implementation of the Southern California Regional Strategy for Good Movement Action Plan, which is based on three principles:
 - International trade can create good job opportunities and raise real income levels for the SCAG region. To benefit from the growth in international trade expected, while remaining globally competitive, significant investment is necessary to improve the efficiency and expand the capacity of the region's goods movement infrastructure. Such changes must also occur within a context of environmental quality, environmental justice and respect for local communities.
 - Improvements to the goods movement system should not come at the expense of other transportation investments nor should improvements be only the burden of local, regional or state government.
 - Investments in the regional goods movement system should be made to realize regional benefits that have statewide implications.
- EC-3.7** Support policies such as:
 - Market-based emissions trading programs that use a cap with progressive reductions of the cap over time.
 - Legislation that promotes "green building" through a mixture of regulation and incentives.
 - Clean air plans that reduce port-generated pollution from airplanes, vessels, trains, trucks and terminal operating equipment by 45% over the next five years.
- EC-3.8** Continue efforts to leverage state infrastructure bond financing to our region to implement the enormously challenging goods movements and transit oriented development infrastructure.

EC-4. Improving Quality of Life

- EC-4.1** Reform the state-local government fiscal relationship to help achieve sound, sustainable development. If government is going to “incentivize” the behavior of its governmental institutions, the incentive needs to be in line with its overall goals and objectives (e.g. making affordable workforce housing available). Local jurisdictions working through their representative advocacy groups (e.g. the League of National Cities) need to work with the state to balance the “fiscalizations” of the land use impacts, moving towards making cities fiscally ambivalent over using land for retail or housing purposes.
- EC-4.2** Explore means of improving housing availability and pricing. Affordable housing shortage is compounding the difficulty for emerging industries to attract and retain demand positions, which are mostly the younger, more recently educated work force. Similarly, it also adds to the difficulties in attracting and retaining employees from other areas.
- EC-4.3** Support policies that streamline the permit process and regulatory requirements imposed upon developers so as to eliminate excessive review time, cost and inefficiency.

Report Presented By



I. OVERVIEW

By the year 2020, California's population of 33 million is projected to reach 45.3 million, an increase of 37 percent. At the current rate, the state is adding nearly 4 million people, or the equivalent of the population of Los Angeles, every seven years. Pressures of growth are taxing the physical infrastructure. State mandated reforms in educational practices, including bold measures like class size reduction, have created the need for more and better educational facilities. Poor planning decisions are stretching other forms of public infrastructure to the limit and draining economic vitality from cities and towns. A new framework is needed by which current programs, procedures and policies developed at every level of state, regional and local governance can coalesce to address these challenges with smarter strategies for planning, investment and implementation.

Smarter planning for education means siting and designing schools that serve as centers of their communities, a concept endorsed by the U.S. Department of Education and leading national educational facilities planning organizations. The concept calls for gymnasiums and play fields that double as community open space and recreation centers; auditoriums that serve as community theatres and meeting venues; and incorporating centralized libraries, health information clinics and other community services into school facilities that are designed for greater parent and community access and engagement. Schools designed as the vital centers of community can also leverage a wide range of community resources – such as museums, zoos, and other existing facilities - to create integrated learning centers.

Developing joint-use schools that serve as centers of their communities is a concept that also has implications for the so-called "smart growth" strategies for urban and regional planning. Over the past thirty years, California's growth pattern has consumed tremendous quantities of land for sprawling low-density development, with the car and its attendant infrastructure – streets and highways, street parking, and parking lots – taking up at least a third of all developed land. This strategy for accommodating growth also produces more traffic congestion and loss of productivity; air pollution and its environmental and public health impacts; the loss of open space; the inability of many to reach jobs and services; and the isolation of children from the elderly among other social and environmental problems.

II. NEED FOR JOINT-USE COMMUNITY-CENTERED DEVELOPMENT

Families with infants, young children and little economic means are seriously challenged in Los Angeles County. The wages and formal education of these children's parents often fall well below minimal standards required for daily living, not to mention advancing family opportunities. Public schools experience severe overcrowding and, along with their neighborhood public parks, have physically deteriorated with lack of maintenance and the impacts of gangs and crime. These low-income families have inadequate access to day care, early childhood education facilities, family resource centers and health clinics. The housing available in their communities often is in substandard condition. Compounding these community deficits, older inner-city and inner-suburban neighborhoods of the Los Angeles Basin have little available open land and, until very recently, have lacked the investment capital necessary to build new infill housing, preschools, day care, pocket parks, branch libraries and the community amenities that help revitalize neighborhoods and nurture the families who make up those neighborhoods.

Studies conducted by both UCLA's Center for Healthier Children, Families, and Communities and The Advancement Project, a policy action group based in Los Angeles, confirm that deteriorating schools and neighborhoods disproportionately affect the life prospects and school readiness of poor children living in inner-city communities and in low-income suburban enclaves. More specifically, the physical and social health of entire neighborhoods remains at risk when the institutions that we expect to educate and support children have been relegated to second- and third- rate status in our communities.

Two seminal reports published in January 2007 further highlight the current pressing need for broader community development opportunities:

- The Advancement Project's "Citywide Gang Activity Reduction Strategy: Phase 3 Report" documents the impact of gang violence for the past 20 years in Los Angeles. Specifically, this report advocates that "comprehensive, neighborhood-based, school centered-strategies for effective prevention, intervention, and community development will be needed in order to...pull 'sliding communities' with emerging violence back to safety and keep safe areas safe." This study concludes that the solutions to the gang crisis in Los Angeles "require cross-silo creativity, bold leadership, smart strategy, and sustained focus."
- Mayor Antonio Villaraigosa's report entitled "The Schoolhouse Framework" illustrates the need for new and innovative ideas for realizing a great public education for every child in Los Angeles. Specifically, the Mayor's report calls for schools to be "neighborhood centers" with strong family and community involvement. The Mayor proposes that this "neighborhood centered" model support schools by establishing relationships with a broad range of partners including parent groups, local businesses, health care agencies, libraries, parks, and others

Neighborhoods in greatest need of new school facilities often have populations of families with young children in need of, but without access to, health insurance and resources for adequate

prenatal, primary and preventive medical care. A few schools in the Southern California region have experimented with locating early childhood education facilities, health care, family resource centers and social service providers on or adjacent to school campuses, and the results are encouraging. But these efforts are too rare and have failed to date to transform what pilots exist into school district policy. Too often they are one of a kind feats of leadership and personal tenacity occurring despite institutional disincentives. Failing to build our public schools, especially in poor communities, as mixed-use, family resource centers, as holistically integrated centers of community learning, not only is fiscally inefficient, but also places the core principles of equity and justice at risk.

III. CHALLENGES OF JOINT-USE COMMUNITY-CENTERED DEVELOPMENT

One of the largest statewide expenditures in public infrastructure goes to building and maintaining public schools. Public K-12 school enrollment has more than tripled in the past 50 years. The estimated growth in student enrollment is approximately 50,000 students annually. New enrollment records will continue to be set for the next nine years, increasing to an estimated 6,180,921 students in K-12 public schools by the 2007/2008 school year. This constitutes a total increase of 547,275 students, or 10 percent between 1997 and 2007. This estimate includes a decrease of 345,193 Anglo students and an increase of 800,000 Hispanic students, indicating the current and continuing demographic trend toward greater diversity, but, in part, also the decision of many Anglo parents to leave the public school system.

The renovation and replacement of educational facilities is currently in a state of crisis. It can take up to seven years to run the gauntlet of local and state approvals and procedures before a school is ready to serve its constituents. As a result, school boards and building officials are working hard to get facilities on line faster. Larger and larger schools are being built in an attempt to address the problem. In an attempt to save time and money, districts are sometimes forced to replicate building plans that are outdated with respect to current educational research and teaching strategies. In most cases, projects move forward without much involvement from students, parents, educators and community members, all who have a long-term stake in the outcome. The result is often community alienation, disenfranchisement or even backlash.

There is a woefully inadequate allocation of time and money for planning how schools will fit into their communities; how the efficiencies of building larger and larger schools may not be justified in light of critical social and educational consequences; how combining school and community uses could produce more efficient and community centered environments for learning; or even for adequately identifying risk factors like building on toxic waste sites and other environmental hazards that can lead to mistakes at a scale that would have once been considered unimaginable.

The current need to renovate or replace educational facilities presents an opportunity for citizens, educators and planners to take a much smarter view of the design of learning environments. This

"smarter" view can include everything from how learning spaces are designed to the process used to plan and design them. More traditional educational facilities were once designed to sustain a model of education characterized by large-group, teacher-centered instruction occurring in isolated classrooms. But current knowledge and research about learning calls for new models. These new models of education are characterized by more active student involvement - by students doing rather than just receiving, creating rather than recreating, thinking, working and solving problems. They are supported by strategies such as cooperative, project-based and interdisciplinary learning, all requiring students to move about, work in various sized groups and be active. Furthermore, new models call for all students to learn to higher standards. This in turn has resulted in an increased emphasis on learning styles, multiple intelligences and the special needs of each student.

Smart school planning and investment means replacing the current factory schools with facilities that support these and other examples of current best practices and ongoing research in the learning sciences. This means, among other things, that school populations should be significantly less than previously projected, and that large school populations may in fact be detrimental to the learning process. The development of smaller schools on smaller sites can also save time and money and put schools closer to parents and students.

There are also opportunities to accommodate more efficient and productive uses for educational facilities. For the most part, school facilities in California have been, and continue to be, designed and constructed to serve a specific educational purpose based on a limited educational function. Most educational facilities operate during a 7-8 hour time frame as stand alone institutions, with limited access or joint use by other community organizations. In most cases, the auditoriums, sports facilities, food service, libraries, media center, computer labs and other specialized areas of the school are available for use by the general public only on a very limited basis. Thus, local municipalities must provide duplicate facilities to serve the same functions, with separate budgets for capital improvements, staff and operating expenses.

Smarter designs for new or renovated facilities can accommodate direct community access to spaces like libraries, gymnasiums, auditoriums, performing arts, athletic and recreational spaces that can serve the broader needs of the community. Instead of being designed for a limited time frame of 7 - 8 hours every day, combining community uses can produce facilities that operate 12 - 14 hours, serving a wide range of community needs that can also include things like health clinics, counseling centers and other social services. These designs can be implemented without jeopardizing the health and safety of students, by having certain community activities take place during school hours and others limited to evenings and weekends. The result of these smarter and more efficient joint use design strategies is to reduce duplication of community infrastructure.

Today's educational facilities should also be designed to strengthen the integral relationship that exists between a school and its community in other ways. They should serve a variety of community needs in partnership with a wide spectrum of public, civic and private organizations. They should provide spaces for public meetings and activities. They should provide access to communications technology. They should help meet the leisure, recreational and wellness needs of the community. They should support relationships with businesses that are productive for students and supportive of the local economy. They should provide spaces that facilitate the use

of external experts and skilled community volunteers for a variety of functions, including mentorships, apprenticeships and work-based and service learning. When implemented through a community-based planning process, the results can also include increased community engagement and support for a wide range of cultural, social, economic, organizational and educational needs

A national movement integrating schools more closely with the community is growing, with support from the U.S. Department of Education and other organizations. At a recent national conference focused on the design of learning environments, a set of national design principles were identified and adopted. These design principles call for educational facilities and designs that will:

- * Enhance teaching and learning and accommodate the needs of all learners;
- * Serve as centers of community;
- * Result from a planning/design process involving all stakeholders;
- * Provide for health, safety and security;
- * Make effective use of all available resources;
- * Allow for flexibility and adaptability to changing needs.

In addition to the U.S. Department of Education, these design principles have been endorsed by the Council of Educational Facilities Planners International and the American Institute of Architects, which together represent the largest contingent of educational facility planners in the nation.

Smarter schools should be inviting places rather than foreboding institutions. Their locations should encourage community use and their shared public spaces should be accessible - day and night, all year round - to the community. Schools should be places where creative configurations of space expand their use to encompass early learning and adult education; where learning occurs "after hours," at night and on weekends; where school-to-school partnerships, links with businesses and collaboration with higher education are encouraged and supported. They should enable learners of all ages and serve as centers for lifelong learning. Today we know that 12 or 14 years of learning will not be enough to equip people for the rest of their lives. We can't afford to think of graduation as a finish line, and that means that one of the most important end products of schools needs to be citizens who have learned how to continue to learn. Schools should support learning for people of all ages. In short, school facilities should allow access to flexible and comprehensive programs to meet all learning needs. They should provide space and programs for everything from early learning to adult education and training.

Smarter school planning and investment can also extend the learning environment beyond the traditional school site by creating schools in non-traditional settings. When community sites become destinations for educational field trips and extended academic learning centers, the links between school and community are strengthened. But these extensions are not limited to field trips alone. Through partnerships between school boards and other community organizations, a wide variety of community resources like museums, zoos, parks, hospitals and even government buildings can be enlisted to serve as full-time integrated learning centers. In this way, the school

is not only the center of the community, but the whole community can also be seen as the center of the school - school as community and community as school - a learning community.

All of these examples point to ways that schools can better serve as the center of their communities, either by playing a more integral role as a community activity center or by extending the learning environment further out into the community to take better advantage of a wider range of community resources. Schools that are more integrated with their communities in these ways can strengthen a community's sense of identity, coherence and consensus. Like a new version of the old town square, they can serve as a community hub, a center for civic infrastructure, a place where students and others can learn to participate and support the common good.

IV. EXEMPLARS OF JOINT-USE COMMUNITY-CENTERED DEVELOPMENT

A. City Heights (San Diego, California)

The City Heights Initiative is an outstanding case study for how leveraging limited public resources and employing a collaborative land-use planning strategy can serve as a catalyst to widespread neighborhood revitalization.

City Heights in San Diego's Mid-City area is a community of 73,000 people on approximately 2,062 acres and was approved as a redevelopment project area in 1992. At the time of plan adoption, City Heights had no center, no focus, and little to no community infrastructure. It was a victim of physical and economic blight. The area's crime rate was higher than the city as a whole, over one-third of the residents lived below the poverty line, and school performance was far below the city average. Although the area generated very little tax increment, the San Diego Redevelopment Agency did its best to develop and implement comprehensive redevelopment strategies to restore physical and economic health to the neighborhood, unfortunately with no significant success. In 1996, Sol Price, the founder of The Price Club and Price REIT decided to expand his retail development activities into the inner city and tap an underserved market. Price, along with William Jones, a former San Diego City Councilman, formed a company named CityLink Investment Corporation to implement the idea. When Vons, one of only two supermarkets in the neighborhood, closed down, Price and Jones saw an opportunity to build a retail project. However, soon after approaching Vons, they discovered that the City had already bid on the property with the intent of building a police substation. During this same time, the City sponsored an economic development and crime summit to devise new solutions to provide critically needed public assets for the residents of the City Heights neighborhood, including a police substation and public elementary school. It was at this moment that Jones saw an opportunity to develop not just a retail project but to create the necessary components of a healthy, vital community through a collaborative, community-driven revitalization effort.

Recognizing that revitalizing City Heights requires focus on all the factors that contribute to physical and economic blight, Price and Jones committed to employing holistic strategies of redevelopment and making the redevelopment effort community driven. The Urban Village, as the initiative was dubbed, focused on a seven square block area, totaling nearly 38 vacant acres with four city streets. Price and Jones believed that a strong urban core of facilities and services was essential to a healthy community, and, ultimately, the success of their retail project. As an initial step, they provided the funding to initiate a master planning and community outreach strategy for the Urban Village concept. The goal was to develop a master plan that encouraged and facilitated a synergistic around-the-clock relationship between public, community, and educational facilities. The completed project was implemented over a six-year period and developed as a partnering venture between numerous public agencies, private foundations, and CityLink Investment Corporation. The building uses for the Urban Village, in order of implementation include:

- Mid-City police substation and community facility, including a gymnasium
- Rosa Parks Elementary School
- Community park, public library, recreation center, and swim & tennis center with joint-use fields associated with the elementary school
- Multi-purpose theater
- Four-classroom Head Start learning & day care center
- Community College District 32 classroom continuing education facility
- Conversion of Wightman Street to a landscaped parking promenade providing a direct link from the park to the retail center
- Three square blocks of retail, commercial, and residential uses
- 46-units of affordable housing

Through the community-focused master planning process, two critical residential demands were raised. One demand was with regard to public safety. Almost unanimously the residents identified public safety as one of their paramount concerns and many expressed the fact that the area did not have its own police substation. Regrettably, the City could not afford to complete construction of the substation until sometime between 2000 and 2005. In order to expedite construction of the substation, Price Charities, the non-profit entity of the Price REIT, agreed to lend funds to the City for building the substation. In exchange, the City agreed to incorporate the substation in the Urban Village master plan and to relate the building design to the community. The substation was also equipped with public meeting rooms to provide a safe place for community members to meet and foster interaction between the community and the police. Most creatively, the substation was intentionally situated in the same building as the community gymnasium in order to build positive connections between the police and the youth of City Heights. The police substation as the first development project was key to the successful implementation of the Urban Village. It provided the focal point of the Urban Village concept and allowed other investments to go forward. The second key development of the Urban Village concept was the new Rosa Parks Elementary School. During community meetings, many residents expressed the need for a new school. They articulated that their personal investment decisions would be based on whether or not a new school was built.

The overall importance of the new school was not as an attraction for new investors; rather it was intended to provide an economically vibrant community for the benefit of the people who

already lived in the neighborhood. The resulting increase in median home values is astounding. In 1996, prior to implementation of the Urban Village initiatives median home values were approximately \$80,000. By 2002, the entry price for a single-family home was \$160,000. While this is great news for the City Heights community, there is a concentrated effort to ensure that quality affordable housing is built so that residents of City Heights can remain in the community. Other outcomes of the City Heights Urban Village are extraordinary. Tax increment financing for the project area was non-existent prior to the Urban Village project and had more than tripled in by 2002. This provides the Redevelopment Agency with resources with which to enhance and expand redevelopment efforts for the area and beyond. Additionally, and just as important, there is an amazing sense of empowerment to the community and a renewed sense that things can change for the better. People are taking pride in their neighborhood and making efforts to keep it up. The physical space is much more visually appealing, and commercial developers and new businesses are investing in the area. The community now has a center. The City Heights model demonstrates that articulating a clear vision, seizing opportunities to leverage public resources, employing a collaborative land use planning strategy, and securing public sector endorsement, can lead to the restoration of healthy neighborhoods and communities. However, the critical component to the overall success of the Urban Village concept was having an independent, non-profit organization serve as a predevelopment partner to the City and CRA, with the flexibility to react appropriately to any new challenge, access to predevelopment funding and the willingness to take on risk inherent in predevelopment activities.

B. Elizabeth Street Learning Center (Los Angeles, California)

In 1991, in response to President Bush's "Goals 2000", the New American School's Development Corporation (NASDC) launched a nationwide proposal. The Los Angeles Educational Partnership, United Teachers Los Angeles (UTLA) and LAUSD formed a partnership to write a design for a twenty-first century school. The resulting design was one of only 11 proposals selected by NASDC and in 1992 Elizabeth Street School became the first "Urban Learning Center" site. ELC is a model site for the Urban Learning Centers (ULC), one of the eight designs of the New American Schools of the 21st Century. The center is located in the City of Cudahy and is a Los Angeles Unified School District (LAUSD) school. ELC serves over 3,000 Pre-K through 12th grade students.

The Urban Learning Center design restructures the school around 3 key components: shared governance, innovative curriculum and instruction, and comprehensive student and family support. This third component has become known as "Learning Support." ELC is a recognized model for the implementation and refinement of the Learning Support component. The Urban Learning Center design is supported at ELC by advanced technology and training for curriculum and instruction.

The vision at ELC is to enable all children to learn by addressing their educational, social, mental health and health needs in a comprehensive and integrated manner in collaboration with public, private and civic partners. Key components of the Learning Support model at ELC include:

- Recognition of Learning Support as an integral part of the school infrastructure, including space, staffing and budget allocations for its maintenance and growth

- Partnership with local medical center to provide an on-site health clinic
- Mental health services provided by university partners
- An integrated and shared case management system including a collaborative referral review process
- Strong community outreach including over 1,000 hours per month in parent/community volunteers
- Adult education that serves over 600 adults daily on campus and additional adults at community sites and through distance learning
- High school academies to provide career and college guidance for students including mentor and internship programs
- Development of Early Literacy and additional Early Childhood programs located on site in partnership with LAUSD Adult School Division and Head Start
- After-school tutoring programs
- School campus has extended hours 7-9 four days a week and is open Saturdays.

ELC is also known for its comprehensive early childhood programs, and is seen as a model School Readiness site by the California Children and Families Commission. The early childhood programs at ELC are funded by State Preschool funds, LAUSD integration funds, and grants and partnerships with Saint Francis Medical Center in Lynwood, the Los Angeles County Office of Education – Head Start Division, the UCLA Center for Mental Health in Schools, CHCFC, and the College and Education Resource Centers Initiative at California State University Dominguez Hills. California State University at Los Angeles, UCLA and the University of Southern California provide interns in social work and marriage, family and child counseling. Sustainable funding sources include Title 1 dollars. Support from city government and state representatives is also critical.

C. Boyle Heights

In 1996 the Pico-Aliso neighborhood of Boyle Heights was in a state of neglect and disrepair. For the last 50 years its primary housing, the Pico-Aliso housing project, had served as the home for the working poor. By the year 2000, a majority of the population in addition to living in poverty, also spoke a language other than English at home. In fact, over 35% of residents make less than \$25,000 per year and nearly 2/3 of adults have less than a 12th grade education. The children in this neighborhood are also struggling, with 74% of third graders in the area testing at or below basic or far below basic levels in English and Language Arts. In perspective, the County as a whole has only 41% of its 3rd graders at or below basic English. These social woes are exacerbated each year because the Pico-Aliso neighborhood has a higher percentage of children age 0-6, 32%, than either the City or County.

The area received an infusion of federal funds in 1996 for the redevelopment of the Aliso Pico public housing development. The Vista del Sol community was built offering affordable 3 and 4 bedroom homes for rent and for ownership in 2004. The only downside to this development was the loss of 75 childcare spaces on adjacent land. Also, in 2004, the LACMTA began planning for an extension of the Gold Line to East Los Angeles via Pico-Aliso, including a stop down the block from the new Vista del Sol development. To complement this new development, in 2005, LAUSD determined that it was also prepared to build a new 1,000-student high school in the

area. Unfortunately, the only suitable location was at the site of another childcare facility, which had over 50 children attending.

New Schools Better Neighborhoods (NSB), with its collaborative planning process engaged local residents with government officials from LAUSD, the Housing Authority of Los Angeles, LA County Metropolitan Transit Authority, the Community Redevelopment Agency and a host of local non profits including Plaza Community Center and its nonprofit sponsor the United Methodist Ministries (UMM) to preserve and replace the child care lost with the creation of Vista del Sol and the upcoming high school.

The concept agreed to is the proposed Boyle Heights development on East 1st Street adjacent to the MTA Gold Line, one block from the new Vista del Sol residential community and the new East LA High School #1. The proposed development is a block-long joint-use (child care & community nonprofit space) that can bring together under one roof the vital community services that are needed in the immediate Pico-Aliso neighborhood.

The specific development objectives are to create a new two-story community center that will include:

- 13,500 square feet for a childcare center that serves at least 100 children ages 0-5;
- 3,250 square feet of new space for the CDD Youth Opportunity Program;
- 8,182 square feet for additional community nonprofits;
- 1,200 square feet for a shared community education room;
- 7,000 square feet for an exterior play area; and
- 53-space environmentally sensible parking lot with a 250,000 gallon underground cistern that traps and cleans storm water runoff from the site and adjacent East 1st Street (including significant amounts from the on- and off-ramps of the adjacent 101 freeway) and makes the water available for beneficial use. The aforementioned will be funded by the City, County, Caltrans, and other expected contributors.

After working with the community, governmental agencies and by adding the Boyle Heights Learning Collaborative to its team, NSBN was able to secure temporary space for the 50 capacity child care displaced by the high school, a commitment from UMM for \$1 million to the development of a new child care center and \$750,000 grant from the City to construct an environmentally sensible parking lot that will reduce storm water pollution in the neighborhood, and a commitment from LACMTA to contribute their property on East 1st Street for this effort. Plaza Community Center has agreed to serve as the primary developer for the project with financial support from HACLA, the LA County MTA, and several foundations. The new facility will serve as Plaza's headquarters with other proposed tenants including the International Institute of Los Angeles (child and adult daycare in the ONEgeneration model of combined programs); the BHLC, the Mayor's Partnership for Educational Excellence; a regional after-school/break utility trades training program serving Roosevelt and new East LA HS #1 students with funding from the local utilities; HomeGirl café job training project in partnership with HomeBoy Industries; offices for the United Methodist Ministries – LA District; a small branch of the LA City Library; a certified farmers market in the parking lot with co-scheduled healthy cooking/nutrition classes; and other community-focused programs including a referral health

clinic affiliated with White Memorial Medical Center or some other regional healthcare providers that involves healthcare screenings, insurance enrollment, and appointment referrals.

V. SUMMARY

The projects undertaken by third party intermediaries invariably represent a variety of community-specific situations that reflect the input of the local community in the planning and design process. The opportunity for the community to become engaged in this process provides a strong sense of ownership for the project that becomes evident in their involvement in the funding and construction phases as well as during operations where the neighborhood's sense of ownership prevents vandalism or abuse. Similarly, these exercises provide residents with the opportunities for involvement and the development of skills that are often manifested in other civic engagement processes that the residents become involved with including neighborhood councils, school PTAs and local community-based programs.

Now that this portfolio of models exists, we must take the joint-use concept to scale which requires legislation at the state levels to develop new rules, regulations, and funding vehicles to facilitate the easy access to existing and future joint-use funds since even when those limited funds exist the methods for accessing them are cumbersome and prevent sufficient access to them which often leads to the concerns about underutilization of existing funds in the pursuit of additional resources. The short-term availability of local, regional, and state bonds for education, libraries, healthcare, criminal justice, and other program facilities makes the immediacy of these projects that must be planned, designed, and implemented as quickly as possible or face loss of potential funding very important. As Robert Hertzberg, former speaker of the California State Assembly has frequently said "This is a once in a decade, once in a lifetime opportunity ..." to access these limited funds.

CASE STUDY

The Role of Third Party Intermediaries: New Schools Better Neighborhoods

New Schools Better Neighborhoods (NSBN) was formed to advocate for a vision of public facilities, most especially schools, as vital community centers, and to assist families and neighborhoods in creating built models of community centered learning centers. NSBN is an independent, professionally managed, community-led master planner, focused on leveraging billions of dollars in state and local public facility bonds for the benefit of families and children. They collaborate with community-based partners to facilitate the planning and construction of joint-use urban learning centers that are intended to become the vital center of the neighborhood. These facilities are designed to offer an array of social services accessible to all community residents and local stakeholders from dawn to dusk.

NSBN's joint-use philosophy reflects the focus on ameliorating the long-term academic and facility deficits that plague low-income communities. These deficits, along with the lack of early education, recreation, and access to healthcare, contribute not just to reduced school attendance, poor academic achievement, and high dropout rates, but also to the involvement of students in gang activities that threaten safe passage to, from, and within, their schools. Through proper planning, schools have the opportunity to serve as the "heart" of their communities and to promote the educational, physical, mental, and social wellbeing of these host communities.

An organization like NSBN makes available to project partners specific skill sets they neither currently possess nor can afford. Foremost among these are professional expertise, planning process facilitation, access to business and political leadership to form relationships in support of projects, and a formalized independent analysis of facilities that extend beyond the bounds of the specific project into the community. As an independent mediator, NSBN fully engages stakeholders in the creation of local community learning centers. They conduct charrettes and meetings to ensure that facilities are programmed and planned as shared, joint use, and environmentally smart school complexes that respond to and contribute to the revitalization of stressed urban neighborhoods. A few examples of both past and current project partners include the Los Angeles Unified School District (LAUSD), UCLA Center for Healthier Children, Families and Communities, Trust for Public Land (TPL), Boys and Girls Club, YMCA, Los Angeles Public Library (LAPL), Los Angeles County Department of Parks and Recreation, United Methodist Ministries, TreePeople, and Assistance League of Southern California..

The NSBN portfolio of projects in Southern California includes:

- Whelan Elementary Project (Lennox): The elementary school is being expanded to include space for joint use facilities that will include a preschool, Healthy Start, School Readiness, and adult education programs
- Bodger Park Project (Lawndale): An underutilized two acre area of the park, owned by Lawndale Elementary School District, was originally intended to house only a new preschool. With NSBN's help, it has been redesigned to include a preschool, early education, adult education, family counseling and health care services, a public garden,

a walking trail, and a possible gymnasium. The park is located in a densely populated neighborhood, making it a commodity in an area where green space is not readily accessible.

- Westlake-Gratts Project (Pico Union): At the request of the Mayor of the City of Los Angeles and a local City Councilmember, NSBN worked in partnership with the City of LA and LAUSD to intelligently plan for and locate public investments in childcare, housing, schools and other community essentials in this critically impacted neighborhood.
- Los Cerritos Elementary Project (Paramount): In collaboration with Paramount Unified School District, City of Paramount, Southern California Edison, Gateway Cities Partnership, and Quatro Design Group, a plan was created to modernize Los Cerritos Elementary and incorporate joint-use development. The group created a plan that includes: (1) a park strategically placed in close proximity to Los Cerritos Elementary to provide students with increased access to open space and exercise activities; and (2) the development of a multi-purpose building on the school campus that will house a multipurpose room, adult education, childcare and preschool facilities. This particular neighborhood is the poorest, densest, and least educated in the city of Paramount.

Since its inception, NSBN has become one of California's most respected neighborhood-led master planners with endorsements from a host of civic leaders including Mayor Villaraigosa (Los Angeles), Mayor Bill Bogaard (Pasadena), and Superintendent Ken Knott (Lennox School District). The organization has been and continues to be committed to reforming existing approaches to siting and designing neighborhood resources such as public schools, parks, libraries and housing. They have two fervent aims:

- To see more grandmothers strolling rather than police officers patrolling school campuses; and
- To see more accessible preschool, recreational, adult education, and health-related services on or adjacent to school campuses as opposed to more single-use fenced-in mega-schools open weekdays only from 8 o'clock in the morning to 3 o'clock in the afternoon.

RCP Transportation Chapter

Draft Goals, Outcomes and Action Plan

Goals

- A more efficient transportation system that reduces and manages vehicle activity.
- A cleaner transportation system that minimizes air quality impacts and is energy efficient.

Outcomes

- Reduce the region's vehicle miles traveled from all vehicles and from carbon-based fueled vehicles to 1990 levels by 2020.
- Reduce the region's use of gasoline and diesel fuel from on-road vehicles to 1990 levels by 2020.
- Accelerate the penetration of vehicles fueled by fuel cells or other non-petroleum based engine technologies.

Action Plan

Constrained Policies

- T-1 Ensure that transportation investments are based on SCAG's adopted Regional Performance Indicators**
- T-2 Ensure safety, adequate maintenance, and efficiency of operations on the existing multi-modal transportation system will be RTP priorities and will be balanced against the need for system expansion investments.**
- T-3 Develop a collaborative implementation program that identifies required actions and policies for RTP land use and growth strategies that differ from expected trends.**

- T-4 Support and encourage High Occupancy Vehicle gap closures that significantly increase transit and rideshare usage.**
- T-5 Monitor progress of the RTP, including timely implementation of projects, programs, and strategies.**
- T-6 Address SAFETEA-LU requirements that call for improved consultation with environmental and natural resource stakeholders when considering transportation funding plans, programs, and projects.**

Strategic Initiatives

- T-S1 Use the Compass 2% Blueprint strategy to influence the funding of future transportation planning and investments.**
- T-S2 SCAG shall help coordinate regional, State, and federal consensus on how to address the additional strategic investments and technological breakthroughs necessary to meet mobility and air quality goals.**

RCP Security and Emergency Preparedness Chapter

Draft Goals, Outcomes and Action Plan

Goals

- Ensure transportation safety, security, and reliability for all people and goods in the region.
- Prevent, protect, respond to, and recover from major human-caused or natural events in order to minimize the threat and impact to lives, property, the transportation network and the regional economy.

Outcomes

- Increase per capita funding by 2012 for transportation system maintenance and preservation programs over 2007 levels.
- Increase per capita funding for Intelligent Transportation Systems projects that enhance or benefit regional transportation security.
- 100 percent of government agencies and organizations involved in planning, mitigation, response and recovery involved in improving emergency preparedness coordination, collaboration and flexibility.

Action Plan

Constrained Policies

SEP-1 SCAG shall help ensure the rapid repair of transportation infrastructure in the event of an emergency

- SEP-1.1** SCAG, in cooperation with local and state agencies, shall identify critical infrastructure needs necessary for: a) emergency responders to enter the region, b) evacuation of affected facilities, and c) restoration of utilities.
- SEP-1.2** SCAG, in cooperation with CTCs, California and the federal Government, shall develop a transportation recovery plan for the emergency awarding of contracts to rapidly and efficiently repair damaged infrastructure.

SEP-2 SCAG shall continue to deploy and promote the use of intelligent transportation system technologies that enhance transportation security

SEP-2.1 SCAG shall work to expand the use of ITS to improve surveillance, monitoring and distress notification systems and to assist in the rapid evacuation of disaster areas

SEP-2.2 SCAG shall incorporate security into the Regional ITS Architecture.

SEP-3 SCAG shall establish transportation infrastructure practices that promote and enhance security

SEP-3.1 SCAG shall work with transportation operators to plan and coordinate transportation projects, as appropriate, with Department of Homeland Security grant projects, to enhance the regional transit security strategy (RTSS).

SEP-3.2 SCAG should establish transportation infrastructure practices that identify and prioritize the design, retrofit, hardening, and stabilization of critical transportation infrastructure to prevent failure, to minimize loss of life and property, injuries, and avoid long term economic disruption.

SEP-3.3 SCAG should establish a Transportation Security Working Group (TSWG) with goals of RTP consistency with RTSS, and to find ways SCAG programs can enhance RTSS.

SEP-3.4 SCAG should establish transportation infrastructure practices that identify and prioritize the design, retrofit, hardening, and stabilization of critical transportation infrastructure to prevent failure, to minimize loss of life and property, injuries, and avoid long term economic disruption.

SEP-4 SCAG shall establish a forum where policy makers can be educated and regional policy can be developed

SEP-4.1 SCAG shall work with local officials to develop regional consensus on regional transportation safety, security, and safety-security policies.

SEP-5 SCAG will help to enhance the region's ability to deter and respond to acts of terrorism, human-made or natural disasters through regionally cooperative and collaborative strategies.

SEP-5.1 SCAG shall work with local officials to develop regional consensus on regional transportation safety, security, and safety-security policies.

SEP-6 SCAG will help to enhance the region's ability to deter and respond to terrorist incidents, human-made or natural disasters by strengthening relationship and coordination with transportation.

- SEP-6.1** SCAG shall work with local officials to develop regional consensus on regional transportation safety, security, and safety-security policies.
- SEP-6.2** SCAG shall encourage all SCAG elected officials are educated in NIMS.
- SEP-6.3** SCAG shall work with partner agencies, federal, state and local jurisdictions to improve communications and interoperability and to find opportunities to leverage and effectively utilize transportation and public safety/security resources in support of this effort.

SEP-7 SCAG will work to enhance emergency preparedness awareness among public agencies and with the public at-large.

- SEP-7.1** SCAG shall work with local officials to develop regional consensus on regional transportation safety, security, and safety-security policies.

SEP-8 SCAG shall work to improve the effectiveness of regional plans by maximizing the sharing and coordination of resources that would allow for proper response by public agencies.

- SEP-8.1** SCAG shall encourage and provide a forum for local jurisdictions to develop mutual aid agreements for essential government services during any incident recovery

SEP-9 SCAG will help to enhance the capabilities of local and regional organizations, including first responders, through provision and sharing of information.

- SEP-9.1** SCAG shall work with local agencies to collect regional GeoData in a common format, and provide access to the GeoData for emergency planning, training and response.
- SEP-9.2** SCAG shall establish a forum for cooperation and coordination of these plans and programs among the regional partners including first responders and operations agencies
- SEP-9.3** SCAG shall develop and establish a regional information sharing strategy, linking SCAG and its member jurisdictions for ongoing sharing and provision of information pertaining to the region's transportation system and other critical infrastructure.

SEP-10 SCAG shall provide the means for collaboration in planning, communication, and information-sharing before, during, or after a regional emergency.

SEP-10.1 SCAG shall develop and incorporate strategies and actions pertaining to response and prevention of security incidents and events as part of the ongoing regional planning activities.

SEP-10.2 SCAG shall offer a regional repository of GIS data for use by local agencies in emergency planning, and response, in a standardized format.

RCP Energy Chapter

Draft Goals, Outcomes and Action Plan

Goals

1. *Reduce our region's consumption of non-renewable energy by:*

- Supplying the energy needs of the region today in a way that reduces the negative environmental impacts, social inequities, and economic hardship on future generations;
- Developing the infrastructure and social capital to adapt to a future energy economy with a constrained supply.

2. *Increase the share of renewable energy in the region by:*

- Ensuring the resiliency of the region's economy by encouraging and supporting renewable energy infrastructure; and
- Developing renewable energy sources that reduce the amount of air emissions emitted through the combustion of fossil fuels.

Outcomes

1. *Decrease the region's consumption of fossil fuels 25% from 1990 levels by 2020.*

2. *Increase the share of renewable energy generation in the region to 20% by 2010.*

Action Plan

Constrained Policies

EN 1: Encourage land use and planning strategies that address major global and regional impacts of fossil fuel use on the environment, economy and public health.

EN 1.1 (JFA*¹ – Easy to Implement) Develop Cool Communities Measures including tree planting and light-colored roofs

EN 1.2 (JFA – Easy to Implement) Encourage mixed-use residential/commercial development

¹ JFA = Jack Faucett Associates, consultant to SCAG

- EN 1.3** (JFA – Easy to Implement) Increase bike/walk trips
- EN 1.4** (JFA – Easy to Implement) Increase telecommuting
- EN 1.5** (JFA – Easy to Implement) Improve rideshare program including parking incentive, park/ride, ride home
- EN 1.6** (JFA – Easy to Implement) Encourage alternative work schedules
- EN 1.7** (JFA – Easy to Implement) Encourage transit oriented development
- EN 1.8** (JFA – Easy to Implement) Encourage more efficient commercial/residential space and water heaters
- EN 1.9** (JFA – Easy to Implement) Adopt energy saving standards for all new and remodeled buildings
- EN 1.10** (JFA – Difficult to Implement) Change zoning ordinances to encourage in-fill development
- EN 1.11** (JFA – Difficult to Implement) Require reduced energy intensity landscaping with smaller lawns-Xeriscape
- EN 1.12** (JFA – Difficult to Implement) Codify LEED standards within the region
- EN 1.13** (JFA – Difficult to Implement) Encourage combined heating and cooling (CHP) in all buildings
- EN 1.14** (JFA – Difficult to Implement) Align streets for best solar
- EN 1.15** (JFA – Difficult to Implement) Promote neighborhood energy systems
- EN 1.16** SCAG shall oppose current power plant projects at the US-Mexico border, until California Best Available Control Technologies are installed and maintained on all power plants along the border. - SCAG Resolution 144
- EN 1.17** SCAG shall encourage Lead Agencies to support only the use of the best available technology including monitoring, air, and water impacts for locating any nuclear waste facility. – SCAG Resolution 148
- EN 1.18** SCAG shall encourage cost-effective alternative and renewable energy generation facilities *(Preliminary Policy)
- EN 1.19** SCAG shall encourage cogeneration, where feasible and cost-effective.* (Preliminary Policy)

- EN 1.20** SCAG shall encourage increasing capacity of existing transmission lines, where feasible.*(Preliminary Policy)
- EN 1.21** SCAG shall encourage the public and private sectors to use energy efficient materials in building design, construction, rehabilitation, and retrofit.* (Preliminary Policy)
- EN 1.22** Regionally significant projects should include energy analyses in their CEQA documents (see CEQA Guidelines Appendix F)
- EN 1.23** Local governments should encourage new development to exceed Title 24 energy efficiency requirements.
- EN 1.24** Local governments should develop community energy programs that emphasize locally generated, renewable energy
- EN 1.25** Local governments should include energy conservation and efficiency policies in their general plans
- EN 1.26** Local governments should review the Compass Blueprint (2% Strategy) and ensure that energy efficiency measures are implemented in the 2% Strategy areas
- EN 1.27** Local governments should develop strategies to accommodate growth that use resources efficiently, eliminate pollution, and significantly reduce waste. - SCAG Growth Vision, Policy 72
- EN 1.28** Local governments should purchase alternative fuel vehicles, support the installation of refueling infrastructure, planning, education, and outreach to promote alternative fuel vehicles, support the development of legislation, programs, funding, and technology which addresses clean fleets and alternative fuels. - SCAG Resolution 145

EN 2: Consider potential energy constraints into future planning and programming

- EN 2.1** (JFA – Easy to Implement) Education Campaign
- EN 2.2** SCAG shall consider oil depletion into its planning and programming, including the Regional Transportation Plan.
- EN 2.3** SCAG shall continue to develop a data and information collection and analysis system that will provide an understanding of the energy implications for SCAG Region, including emissions of greenhouse gases.

- EN 2.4** SCAG shall continue to pursue partnerships with Southern California Edison and the Public Utilities Commission to promote energy efficiency and reduce greenhouse gas emissions in the region
- EN 2.5** Local governments should participate in energy efficiency programs provided by their local utility (see the Ventura Regional Energy Office, South Bay Energy Savings Center, and the San Gabriel Valley Energy Wise program as an example)
- EN 2.6** Local governments should develop public awareness campaign strategies customized to their local communities, including information on carpooling and transit ridership
- EN 2.7** SCAG should maximize energy efficiency through the Compass Blueprint program. SCAG should encourage broadening the definition of Blueprint planning to include all energy saving strategies.
- EN 2.8** SCAG should collect and monitor energy data; make it publicly available

EN 3: Promote alternative energy sources that reduce the negative environmental impacts, social inequities and economic hardship on future generations.

- EN 3.1** (JFA) Improve Smog Check Program
- EN 3.2** (JFA – Easy to Implement) Implement free or reduce transit pricing for selected corridors or customers
- EN 3.3** (JFA – Easy to Implement) Expand light-duty vehicle retirement programs
- EN 3.4** (JFA – Easy to Implement) Increase commercial vehicle fleet modernization
- EN 3.5** (JFA – Easy to Implement) Implement driver training module on fuel consumption
- EN 3.6** (JFA – Easy to Implement) Replace gasoline powered mowers with electric mowers
- EN 3.7** (JFA – Easy to Implement) Reduce idling from construction equipment
- EN 3.8** (JFA – Easy to Implement) Incentivize alternative fuel vehicles and equipment
- EN 3.9** (JFA – Easy to Implement) Develop infrastructure for AFVs

EN 3.10 (JFA – Difficult to Implement) Increase use and mileage of HOV, HOT and dedicated BRT lanes

EN 3.11 (JFA – Difficult to Implement) Implement truck idling rule, devices, and truck-stop electrification

EN 3.12 (JFA – Difficult to Implement) Require electric truck refrigerator units

EN 3.13 (JFA – Difficult to Implement) Reduce locomotives fuel use

EN 3.14 (JFA – Difficult to Implement) Modernize older off-road engines and equipment

EN 3.15 (JFA – Difficult to Implement) Implement cold ironing at ports

EN 3.16 SCAG shall encourage cost-effective alternative and renewable energy generation facilities * (Preliminary Policy)

EN 3.17 SCAG shall encourage cogeneration, where feasible and cost-effective.* (Preliminary Policy)

EN 3.18 Local governments should purchase alternative fuel vehicles, support the installation of refueling infrastructure, planning, education, and outreach to promote alternative fuel vehicles, support the development of legislation, programs, funding, and technology which addresses clean fleets and alternative fuels. - SCAG Resolution 145

EN 3.19 SCAG should encourage freight mode shift (energy consultant work)

EN 4: Support legislation to reduce our dependence on fossil fuels, encourage alternative energy sources and improve energy efficiency.

EN 4.1 (JFA) Increase Corporate Average Fuel Economy (CAFE)

EN 4.2 (JFA) Expand EPA's Renewable Fuels Standard

EN 4.3 (JFA) Enforce EPACT alternate fuel vehicle requirements for govt/fuel providers

EN 4.4 (JFA) Increase gas guzzler tax

EN 4.5 (JFA) Improve heavy-duty truck efficiency

EN 4.6 (JFA) Eliminate business tax deduction for <6000 lb vehicles

* Please note: An asterisk * identifies items moved for inclusion in the RCP by the Energy and Environment Committee (EEC). These items have not been approved by the SCAG Regional Council.

- EN 4.7** The Federal Government should increase the funding available for transit programs under the Highway Trust Fund
- EN 4.8** The Federal Government should develop a national consensus on alternative fuel research and development
- EN 4.9** The Federal Government should promote tax incentives for the commercial/domestic renewable energy generation, such as solar power and wind turbines
- EN 4.10** State and federal lawmakers and regulatory agencies should pursue the design of programs to either require or incentivize the expanded availability and use of alternative-fuel vehicles to reduce the impact of shifts in petroleum fuel supply and price. – SCAG EIR Policy 171
- EN 4.11** (JFA) Implement ARB GHG standards for light-duty vehicles (AB1493 Pavely)
- EN 4.12** (JFA) Develop LD-vehicle fuel efficiency Feebate Program
- EN 4.13** (JFA) Implement the low carbon fuel standard (LCFS)
- EN 4.14** (JFA) Implement Greenhouse Gas Standard (AB32)
- EN 4.15** (JFA) Implement Renewable Portfolio Standard (RPS)
- EN 4.16** (JFA) Expand Solar Energy Initiative
- EN 4.17** (JFA) Implement mandatory time of use electricity pricing
- EN 4.18** (JFA) Incentivize purchase of new efficient and retirement of inefficient appliances
- EN 4.19** The state should include energy efficiency as criteria for blueprint funding
- EN 4.20** The state should encourage future new power generation be renewable to the greatest extent possible
- EN 4.21** The state should encourage reliable energy through the diversification of sources * (Preliminary policy)
- EN 4.22** State and federal lawmakers and regulatory agencies should pursue the design of programs to either require or incentivize the expanded availability and use of alternative-fuel vehicles to reduce the impact of shifts in petroleum fuel supply and price. – SCAG EIR Policy 171
- EN 4.23** (JFA – Difficult to Implement) Implement fuel sales tax increase

- EN 4.24** (JFA – Difficult to Implement) Provide funding for expanded transit
- EN 4.25** (JFA – Difficult to Implement) Limit use and develop fleet rules for construction equipment
- EN 4.26** (JFA – Difficult to Implement) Require zero-emission forklifts
- EN 4.27** (JFA – Difficult to Implement) Develop landside port strategy: alternative fuels, clean engines, electrification
- EN 4.28** (JFA – Difficult to Implement) Codify LEED standards within the region
- EN 4.29** SCAG shall advocate for incentives that help developers build energy efficient homes and appropriately oriented buildings
- EN 4.30** SCAG shall monitor and provide input towards development of state energy projections, including the Integrated Energy Policy Report and similar policy documents including future efforts to determine the implications of energy generation and consumption for the built environment
- EN 4.31** SCAG shall encourage investment in transit -SCAG Growth Vision, Policy 72
- EN 4.32** The state or federal governments should require mileage-based vehicle insurance (energy consultant work)
- EN 4.33** Local governments should require parking cash-out (energy consultant work)
- EN 4.34** Local governments should implement congestion pricing (energy consultant work)

Strategic Initiatives

Energy Strategy 1: (JFA – Very Difficult to Implement) Local governments should alter zoning to improve jobs/housing balance

Energy Strategy 2: (JFA – Very Difficult to Implement) The state or federal governments should require mileage-based vehicle insurance

Energy Strategy 3: (JFA – Very Difficult to Implement) Local governments should require parking cash-out

Energy Strategy 4: (JFA – Very Difficult to Implement) Local governments should implement congestion pricing

Energy Strategy 5: (JFA – Very Difficult to Implement) SCAG should encourage freight mode shift

Energy Strategy 6: (JFA – Very Difficult to Implement) Local governments should base property taxes on energy consumption

Energy Strategy 7: SCAG should maximize energy efficiency through the Compass Blueprint program. SCAG should encourage broadening the definition of Blueprint planning to include all energy saving strategies.

Energy Strategy 8: SCAG should collect and monitor energy data; make it publicly available.

RCP Water Chapter

Draft Goals, Outcomes and Action Plan

Goals

- Develop sufficient water supplies through environmentally sustainable imports, local conservation and conjunctive use, reclamation and reuse to meet the water demands created by continuing regional growth.
- Achieve water quality improvements through implementation of land use and transportation policies and programs that promote water stewardship and eliminate water impairments and waste in the region.
- Foster comprehensive and collaborative watershed planning within the region that produces waterwise programs and projects with multiple benefits and ecosystem protections, integrating local government planning efforts with those of special districts, environmental advocates and other watershed stakeholders.

Outcomes

- Reduce regional water demand through waterwise land use and local policies that reduce existing per capita water consumption by 25% in 2030.
- Reduce overall stormwater and urban runoff pollution in the region's waterways and water bodies by eliminating all current 303(d) listings by 2030.
- All SCAG member agencies participate in the planning and implementation of integrated watershed management activities throughout the region.

ACTION PLAN

Constrained Actions

WA-1. SCAG shall encourage increasing overall water supplies in the region to support the region's future growth by:

- Securing sustainable and reliable water imports.

- Supporting local projects to recycle and reclaim treated wastewater for irrigation and other outdoor uses.
- Supporting research on new technologies.
- WA-1.1** SCAG shall encourage patterns of urban development and land use that reduce costs on infrastructure construction and make better use of existing facilities.
- WA-1.2** SCAG shall encourage local governments and water purveyors to consider potential climate change hydrology and create systems to manage water for reliable year-around use, and for ecosystem health (storage/balance with fisheries requirement).
- WA-1.3** SCAG shall promote a water conservation ethic throughout the region, featuring the connections between water and energy and between system capacities and timing of water use.
- WA-1.4** SCAG shall encourage local governments and water purveyors to reduce exterior uses of water with the promotion of native landscape plantings and weather-based irrigation systems, supported by water pricing incentives.
- WA-1.5** SCAG shall promote the creation of stable sources of funding for water and environmental stewardship and related infrastructure sustainability (legislative program should support a dedicated revenue source such as (Constitutional Amendment ACA 13 which allows cities to levy stormwater management fees).
- WA-1.6** SCAG shall support the protection and development of vital resources such as wetlands, groundwater recharge areas, woodlands, riparian corridors, production lands, and land containing unique and endangered plants and animals.
- WA-1.7** SCAG shall encourage water reclamation throughout the region where it is cost-effective, feasible, and appropriate to reduce reliance on imported water and wastewater discharges.
- WA-1.8** SCAG shall encourage local jurisdictions in the adoption of plans and policies that require water wise development within jurisdictional boundaries.
- WA-1.9** SCAG shall support local jurisdictions in the development of plans and policies to redesign/ retrofit existing development and land use to reduce water demand and water pollution. Support the research/ creation of best practices, case studies, and model ordinances for this purpose.
- WA-1.10** SCAG shall support the use of funding and market incentive mechanisms to encourage water wise planning and development, including streamlining/ prioritizing projects that minimize water impacts and water demand.
- WA-1.11** SCAG shall support water providers in developing and implementing tiered pricing structures to discourage unnecessary use and waste of water.

WA-2. Encourage new partnerships, low impact developments and natural spaces that reduce, treat, infiltrate and manage runoff.

- WA-2.1** SCAG shall encourage limiting salts and other contaminants in the region's water in order to reclaim and reuse these water supplies cost-effectively. (imports from Colorado River are increasing in salinity, blending of Colorado River water and Northern California water could assist, treatment of agricultural runoff should be encouraged).
- WA-2.2** SCAG shall encourage the development of comprehensive partnership approaches to remove legacy water impairments rather than today's regulatory command and control approach causing conflict, cost and delay.
- WA-2.3** SCAG shall encourage new low impact developments and natural spaces that reduce, treat, infiltrate and manage runoff caused by storms and impervious surfaces.
- WA-2.4** SCAG shall encourage the minimization of flooding risks in alluvial fan areas of the region.
- WA-2.5** SCAG shall encourage designing and operation of regional transportation facilities that prevent runoff from contaminating the surrounding watershed ecosystem.
- WA-2.6** SCAG shall encourage opportunities for pollution reduction marketing and other market-incentive water quality programs as an alternative to strict command and control regulation.
- WA-2.7** SCAG shall ensure that the planning and development of wastewater treatment facilities be consistent with its most recent population projections. SCAG shall take into account the needs of wastewater treatment agencies, including: building treatment facilities in cost-effective increments of capacity, building well enough in advance to reliably meet unanticipated service and stormwater demands, and providing standby capacity for public safety and environmental protection objectives.
- WA-2.8** SCAG shall encourage the cleanup of contamination in the region's major groundwater aquifers since its water supply is critical to the long-term economic and environmental health of the region. The financing of such cleanups should leverage state and federal resources and minimize significant impacts to the local economy.
- WA-2.9** SCAG shall encourage wastewater treatment plants to have expansion plans, approvals, and financing in place once their facilities reach 80 percent of capacity.

WA-3. Encourage coordination, cooperation, and integrated planning between member agencies and local governments.

- WA-3.1** SCAG shall encourage coordinated watershed management planning at the sub-regional level by (1) providing consistent regional data; (2) serving as a liaison between affected local, state, and federal watershed

management agencies; and (3) ensuring that watershed planning is consistent with other planning objectives (e.g. transportation, air quality, water supply).

- WA-3.2** SCAG shall facilitate information sharing between local water agencies and local jurisdictions, regarding continuing efforts to evaluate future water demands and establish the necessary supply and infrastructure, as documented in their Urban Water Management Plans.
- WA-3.3** SCAG shall facilitate information-sharing about water policy-related regional coordination throughout California and the Colorado River basin that develops and supports sustainable growth policies.
- WA-3.4** SCAG shall involve the region's water supply agencies in planning efforts, in order to make water resource information available to local jurisdictions for use in their land use planning and decisions. Such information includes water supply, water quality, location of recharge areas and groundwater, and other useful information.
- WA-3.5** SCAG shall support the adoption of MOUs and JPAs by local agencies establishing participation in the governance of integrated watershed planning and implementation.
- WA-3.6** SCAG shall encourage the integration of all water stewardship practices within watershed governance frameworks that unify investment incentives among all stakeholders and prioritize resources for those investments with the highest returns and best outcomes.
- WA-3.7** SCAG shall encourage watershed management programs and strategies, recognizing the primary role of local governments in such efforts.
- WA-3.8** SCAG shall provide, as appropriate, legislative support and advocacy of regional water conservation, supply, and water quality projects.
- WA-3.9** SCAG supports only the use of the best available technology including monitoring, air, and water impacts for locating any nuclear waste facility.

RCP Open Space Chapter
Draft Goals, Outcomes and Action Plan
July 12, 2007

Natural Lands

Goals

Ensure a sustainable ecology by protecting and enhancing the region's open space infrastructure and mitigate growth and transportation related impacts to natural lands by:

- Conserving natural lands that are necessary to preserve the ecological function and value of the region's ecosystems;
- Conserving wildlife linkages as critical components of the region's open space infrastructure;
- Coordinating transportation and open space to reduce transportation impacts to natural lands.

Outcomes

1. By 2035, increase the amount of protected open space in the region by at least 700,000 acres of natural lands that include important wildlife linkages, have special status habitats or species and/or buffer protected natural lands from development. The number of acres protected would be roughly proportionate to the urban footprint of the 2004 RTP.
2. By 2012, have in place approved conservation strategies for all regionally significant wildlife linkages.

Action Plan (Partial)

Constrained Policies

- SCAG shall set up a clearinghouse of important GIS data used for open space planning. SCAG shall maintain and update the regional open space database, track open space conservation and development in the region provide annual updates on conservation efforts as part of the State of the Region.
- SCAG shall work with local governments and conservation organizations to promote coordinated mitigation programs for regional projects and establish the basis for inter regional conservation strategies.
- SCAG will work with CTCs to ensure that at least one acre of unprotected open space is permanently conserved for each acre of open space developed as a result of growth that accompanies transportation projects/improvements.

Strategic Initiatives

- The State should establish an institutional framework that would allow SCAG to oversee the natural lands conservation program.
- SCAG should have an open space funding program in place and have established a separate non profit entity to oversee funding for conservation compacts or conservation opportunities pursued by SCAG.

Community Open Space

Goals

Enhance the region's parks, trails and community open space infrastructure to support the aesthetic, recreational, and quality-of-life needs, providing the highest level of service to our growing region by:

- Creating new community open space that is interconnected, accessible, equitably distributed and provides public health benefits.
- Improving existing community open space through urban forestry and other programs that provide environmental benefits.

Outcomes

1. By 2035, all SCAG subregions have community open space systems that have an "above average" level of service (LOS).
2. An "above average" LOS for community open space, by 2012, in areas that participated in SCAG's 2% Strategy demonstration projects.
3. From 2007 conditions, increase the percentage of transit trips that can access community open space in one hour or less by 2012.

Action Plan (Partial)

Constrained Policies

- SCAG shall establish a LOS methodology for community open space and set a standard for acceptable LOS.
- SCAG shall require all Compass 2% strategy demonstration projects initiated after approval of the 2007 RCP to include a strategy for providing and conserving open space in or near demonstration projects.
- SCAG shall encourage local jurisdiction to prepare a Needs Assessment to determine the adequate community open space levels for their areas.

Strategic Initiatives

- Revise the *CEQA Guidelines* to ensure that the LOS paradigm is a recognized tool for planning and evaluating community open space.
- Local governments should revise their General Plans to ensure that the LOS paradigm is a recognized tool for planning and evaluating community open space.

Agricultural Lands

Goals

Preserve the productivity and viability of the region's agricultural lands while supporting a sustainable economy and region by:

- Maintaining a viable level of agriculture to support economic and food supply needs for the region while supporting sustainable energy, air quality, and transportation policies;
- Promote and support a strong locally-grown food system by encouraging community farming and developing cooperative farming initiatives that use sustainable farming practices.

Outcomes

1. At least 6,500 acres enrolled in a new regional farmland conservation program and no net loss of farmlands enrolled the regional program through 2035.
2. Develop an outcome that focuses on locally grown food consumed in the region.
3. Develop an outcome that focuses on the number of farmers using sustainable farming practices.

Action Plan (Partial)**Constrained Policies**

- SCAG shall work with the agriculture community and other interested parties to establish a regional Farmland Conservation Strategy.
- SCAG will use its IGR process to flag projects with potentially significant impacts to important farmlands and recommend impact avoidance and mitigation measures.
- SCAG shall develop a measure to evaluate food miles.¹

Strategic Initiatives

- The State should pass legislation to reform the Williamson Act or replace it with new initiatives and incentives to prevent the continued urbanization of existing farmlands.

¹ food mile is the distance food travels from where it is grown or raised to where it is ultimately purchased by the consumer or other end-user

RCP Solid Waste Chapter

Draft Goals, Outcomes and Action Plan

Goal

A Zero Waste¹ region that conserves our natural resources, reduces our reliance on landfills, and creates new economic opportunities in the most environmentally responsible manner possible.

Outcomes

- All SCAG region jurisdictions should meet a 30% waste disposal rate by 2035 to minimize landfilling providing appropriate employment of the technology is permitted and diversion credit is provided by the State including, but not limited to, appropriate and environmentally sound conversion technology and other actions and strategies contained in this chapter.
- Conversion technologies should be available as a diversion strategy in the next five years with one or more new conversion technology facilities sited in the SCAG region by 2035.

¹ Zero Waste does not assume that 100% of waste is ultimately diverted from landfills. Rather, it is a whole system approach that aims to completely change the way materials flow through society with a goal of no waste being generated.

Solid Waste Action Plan

Constrained Actions

SW 1. Develop and support waste prevention and reduction practices.

- SW 1.01.** SCAG shall encourage all levels of government to advocate for source reduction and waste prevention.
- SW 1.02.** SCAG shall discourage the siting of new landfills unless all other waste reduction and prevention actions have been fully explored.
- SW 1.03.** SCAG shall discourage exporting of locally generated waste outside of the SCAG region. Disposal within the county of waste origin shall be encouraged as much as possible.
- SW 1.04.** SCAG shall encourage the use of green technologies, such as clean locomotives for waste-by-rail systems, for long-distance transport of waste when all local disposal alternatives have been exhausted.
- SW 1.05.** SCAG shall continue to encourage the CIWMB to conduct studies to quantify the full life cycle costs of all components of local government waste diversion programs.
- SW 1.06.** Local governments should continue to adopt and refine programs to comply with state solid waste diversion rate mandates and, where possible, encourage further actions to exceed these rates (1996 RCP; 187).
- SW 1.07.** Local governments should update general plans to reflect solid waste sustainability issues such as waste reduction goals and programs (1996 RCP;135).
- SW 1.08.** CIWMB should continue enforcing solid waste diversion mandates that are enacted by the Legislature (1996 RCP; 186).
- SW 1.09.** CIWMB should increase waste diversion incentives to promote waste diversion past the current 50% diversion mandate of AB939.
- SW 1.10.** Federal, State, and local governments should provide programmatic incentives, including some financing or loan options, for implementation of preferred projects.
- SW 1.11.** Federal, State and Local jurisdictions should continue to develop zero waste initiatives that support policies promoting product stewardship and extended producer responsibility principles aimed at preventing waste.
- SW 1.12.** Federal and State governments should explore financial incentives such as tax credits, subsidies, and price supports for recycling, composting, and conversion technologies.
- SW 1.13.** Federal, State, and local governments should explore opportunities for voluntary actions to exceed the 50% waste diversion target.

SW 2. Develop a stable recycling market for the region.

- SW 2.01.** SCAG shall encourage policies promoting the expansion of recycling programs and facilities that provide local recycling services to the public and private sectors.
- SW 2.02.** SCAG shall encourage and advocate for legislative approaches to help market recyclables through cost-effective financial support.
- SW 2.03.** SCAG shall encourage the development of viable, local, and sustainable markets to divert materials from landfills (e.g., recycling markets).
- SW 2.04.** SCAG shall encourage the adoption and implementation of green building policies at all levels of government.
- SW 2.05.** Local governments should create ordinances that require green building standards be met for all new construction. This will encourage the use and re-use of recycled, discarded, or demolished building materials; discourage the use of virgin material whenever possible; and help divert useful resources away from landfills.
- SW 2.06.** Local governments should require the inclusion of a waste management plan that promote maximum reuse and recycling of construction and demolition debris in construction contracts.
- SW 2.07.** Local governments should develop ordinances that require recycling and waste prevention efforts at all large events and venues (as defined in AB 2176).
- SW 2.08.** SCAG shall adopt and implement "green" procurement policies and participate in programs that promote the purchase of recycled content products, such as the State Agency Buy Recycled (SABRC) campaign.
- SW 2.09.** SCAG shall encourage local governments to develop procurement policies that define minimum recycled content guidelines and require the purchase of recycled content products.
- SW 2.10.** The State should implement AB 75 which requires all State Agencies to implement a recycled content procurement program known as the State Agency Buy Recycled Campaign (SABRC).
- SW 2.11.** The Federal government should enact legislation that require federal government agencies or agencies receiving federal funds to institute a recycled content procurement program, favoring the purchase of recycled products over products produced with virgin materials.
- SW 2.12.** Federal, State, and local governments should support and promote CIWMB actions that assist in the development of viable, sustainable markets and stimulate local, national, and international markets for recycled commodities, such as CIWMB's Recycling Market Development Zone (RMDZ) program that provides loans and technical assistance to businesses located in a specific zone that use materials from the waste stream to manufacture their products.

SW 3. Support environmentally friendly alternative waste management strategies such as composting and conversion technologies.

- SW 3.01.** SCAG shall support and encourage the development and siting of environmentally friendly conversion technologies.
- SW 3.02.** SCAG shall support and encourage the CIWMB to conduct life cycle assessments of **all** components of the waste **disposal** and **diversion** processes, including but not limited to, conversion technologies, composting, recycling, and waste disposal at landfills. This analysis must include the environmental impacts, including emissions, use of resources and personnel, and costs of same to collect wastes and recyclables, transport locally or anywhere in the United States or internationally, process to separate recyclables, and production of end products using collected recycled materials.
- SW 3.03.** SCAG shall support and encourage CIWMB, Air Resources Board, California Water Resources Board and other state legislative administrative actions to streamline the permitting process for solid waste conversion and composting technologies and to address increasing regulatory challenges relative to siting, air quality, and odor issues.
- SW 3.04.** SCAG shall continue to support and encourage legislation redefining conversion technologies as a diversion strategy and the development of these facilities in Southern California.
- SW 3.05.** Local governments should require public facilities that produce large amounts of food waste, such as school cafeterias, and encourage private businesses, such as restaurants and grocery stores to divert food waste to composting facilities.
- SW 3.06.** Local governments should develop ordinances to divert food waste from large events and venues to composting facilities after all food waste prevention and foodbank
- SW 3.07.** CIWMB should actively promote solid waste composting and solid waste strategies and provide information concerning the costs and benefits of these technologies to local governments.
- SW 3.08.** CIWMB should take administrative action to streamline the permitting process for solid waste transformation technologies.
- SW 3.09.** The State should establish policies that provide (a) diversion credit for beneficial use of post-recycled solid waste residuals managed at non-burn conversion technology facilities, and (b) separate and remove conversion technologies from the definition of "transformation."
- SW 3.10.** The State should establish policies that provide financial support and/or tax incentives for the development of pilot or demonstration solid waste conversion technologies.
- SW 3.11.** The Federal government should establish a definition that conversion of residual solid waste material is considered diversion.
- SW 3.12.** Federal, State, and local governments should support federal and state incentives for research and demonstration projects for solid waste conversion technologies.

SW 4. Coordinate regional approaches and strategic siting of waste management facilities.

- SW 4.01.** SCAG shall advocate for the elimination of unnecessary duplication and/or restrictive regulations that hinder recycling, reuse, composting and conversion of solid waste.
- SW 4.02.** SCAG shall encourage and support consensus building among key stakeholders and members of the public to promote zero waste strategies and conversion technologies.
- SW 4.03.** SCAG should coordinate region-wide source reduction, reuse, recycling, composting, and conversion technology initiatives to increase economies of scale.
- SW 4.04.** CIWMB should facilitate and encourage local government coordination of consumer awareness programs to minimize unnecessary duplication of effort in solid waste outreach programs carried out by local government.
- SW 4.05.** SCAG should encourage the distribution of industrial impacts from all types of solid waste management facilities including recycling, composting, and conversion technology facilities.
- SW 4.06.** Local governments should promote siting solid waste conversion and composting technologies, individually or in conjunction with other technologies.
- SW 4.07.** State and local governments should facilitate the creation of synergistic linkages between community businesses such as, the development of eco-industrial parks and materials exchange centers where one entity's waste stream becomes another entity's raw material.
- SW 4.08.** State and local governments should prioritize siting of new waste management facilities including recycling, composting, and conversion technology facilities in conjunction with existing waste management and material recovery facilities.
- SW 4.09.** Federal, State, and local governments should make priority funding available for projects that involve co-location of facilities.

SW 5. Coordinate educational approaches.

- SW 5.01.** SCAG shall support the development of public education and outreach efforts and increase awareness of the benefits of a regional zero waste policy.
- SW 5.02.** Local governments should increase programs to educate the public and increase awareness of reuse, recycling, and composting benefits and consumer education issues at the County and City level, as well as at local school districts and education facilities.
- SW 5.03.** CIWMB should actively promote reuse, recycling, composting and solid waste conversion technology programs and provide information concerning the costs and benefits of these programs to local governments.
- SW 5.04.** The Federal government should provide funding and support for continuation of public education programs on waste management issues.

Strategic Initiatives

SW Strategic 1: Federal and State governments should change incentive structures, from maximizing volume of product sold to deriving profit from resource efficiency.

SW Strategic 2: Federal State and local governments should support and implement source reduction policies which promote product stewardship through the following actions:

- 2.01S: Support and encourage Federal and State legislation that create incentives for product stewardship.
- 2.02S: Require life cycle assessments (LCA) for different types of packaging.
- 2.03S: Create ordinances that require producers to provide products with less packaging, more recyclable material content, and less virgin material. Packaging should be easily recyclable or biodegradable.
- 2.04S: Create incentives for producers to voluntarily produce "sustainable" packaging and products which includes, increasing the useful life of products through durability and reparability; increasing production efficiency to produce less production waste; facilitating material or product reuse; and decreasing of the toxicity of products.
- 2.05S: Create incentives for packaging manufacturers to design for the environment and support the development of infrastructure and markets for the recycling of their products.
- 2.06S: Support State programs that offer incentives to those who use recycled content to encourage growth in the recycled contents market.
- 2.07S: Enact extended producer responsibility (EPR) initiatives for products.
- 2.08S: Encourage public-private partnerships with product stewardship goals.
- 2.09S: Require takeout food distributors to utilize packaging that is compatible with recycling and composting options available.

SW Strategic 3: Federal and State and local governments should institute "eco-taxes" and EPR initiatives that require companies to internalize environmental damage costs associated with their products. These would include the following actions:

- 3.01S: Identify and alter tax policies that enhance polluting industries and products at the expense of more environmentally benign systems and goods.
- 3.02S: Shift taxes from income and labor ("goods") to resource depletion, wasting, and polluting activities ("bads").
- 3.03S: End federal and state subsidies for virgin materials extraction, processing, and manufacturing.

- 3.04S: Add a levy, quota, or ban on one-way beverage containers or require the use of refillable beverage containers only.
- 3.05S: Add a packaging tax with rates based on the environmental impacts of different packaging materials (based on Danish system).
- 3.06S: Require that companies take back certain types of packaging for reuse or recycling.
- 3.07S: Ban construction and demolition materials from landfills.
- 3.08S: Ban Styrofoam and other unrecyclable, plastic fast-food packaging.
- 3.09S: Promote SIS (Service Innovation for Sustainability) – optimization of product use and longevity.

RCP Air Quality Chapter

Draft Goals, Outcomes and Action Plan

Goals

- Reduce emissions of criteria pollutants to help attain federal air quality standards by prescribed dates and state ambient air quality standards as soon as practicable.
- Reverse current trends in greenhouse gas emissions to support sustainability goals for energy, water supply, agriculture, and other resource areas.
- Minimize land uses that increase risk of adverse air pollution-related health impacts from exposure to toxic air contaminants, particulates (PM₁₀, PM_{2.5}, ultrafine), and carbon monoxide.
- Expand green building practices to reduce energy-related emissions from development.

Outcomes

- Attain the federal 8-hour ozone standard by the dates specified in the 2007 AQMPs for the respective non-attainment areas:
 - South Coast Air Basin by 2024
 - Coachella Valley by 2019
 - Antelope Valley and Western Mojave Desert by 2019 or 2021 (to be determined by ARB by fall 2007)
 - Ventura County by 2013 or 2017 (to be determined by ARB by fall 2007)
 - Imperial County by 2007
- Attain the federal PM_{2.5} standards in the South Coast Air Basin by 2015 as designated by the U.S. Environmental Protection Agency.
- Reduce the region's greenhouse gas emissions to 1990 levels by 2020.
- Amend local government General Plans to restrict future growth of residences and other sensitive receptors near major sources of toxic air contaminants and other hazardous air pollutants (e.g., freeways, railyards, and industrial facilities).

- All cities in the region adopt green building standards by 2012.

ACTION PLAN

Constrained Actions

AQ-1. Implement control measures from local Air Quality Management Plans (AQMPs)

- AQ-1.1** SCAG shall ensure that transportation plans, programs, and projects are consistent with State air quality plans for attaining and maintaining the health-based National Ambient Air Quality Standards (NAAQS).
- AQ-1.2** SCAG shall ensure compliance with the Transportation Conformity Rule, which include the new air quality standards for fine particulate matter (PM_{2.5}) and 8-hour Ozone.
- AQ-1.3** SCAG shall ensure that there is continued development of Transportation Control Measures (TCMs) in the South Coast Air Basin (SCAB).
- AQ-1.4** Local governments should accelerate turnover of older, more polluting mobile and stationary source equipment.

AQ-2. Identify new SIP control strategies that reduce the amount of undefined emission reductions necessary to reach attainment.

- AQ-2.1** The U.S. EPA, the California Air Resources Board, local air districts, SCAG and other stakeholders shall aim to develop consensus on how to identify discrete control measures that replace the undefined reductions in attainment plans.

AQ-3. Support and pursue environmentally sustainable strategies that implement and complement climate change goals and outcomes.

- AQ-3.1** SCAG will develop policies that support the greenhouse gas emissions targets set forth in the Global Warming Solutions Act of 2006 (AB 32), which requires a reduction in global warming emissions to 1990 levels by 2020.
- AQ-3.2** SCAG will participate in the development of rules to implement ARB's three Group 1 "discrete early action greenhouse gas reduction measures." These include the proposed Low Carbon Fuel Standard, reduction of refrigerant losses from motor vehicle air conditioning maintenance, and increased methane capture from landfills.
- AQ-3.3** SCAG will participate in the development of ARB's twenty Group 2, non-regulatory activities and greenhouse gas regulations that will be enforceable after January 1, 2010, including electrification, phase two vehicle standards, and more refrigerant controls.

- AQ-3.4** SCAG will participate in the development of ARB's ten Group 3 "traditional control measures" that aimed to reduce criteria and toxic air pollutants which have concurrent climate co-benefits.
- AQ-3.5** SCAG will provide assistance to local governments on how to address climate change issues in General Plan updates.
- AQ-3.6** Local governments should update their General Plans to address the requirements of AB 32. This should include an inventory of 1990 emissions of greenhouse gases and a strategy for reducing 2020 emissions to those levels.
- AQ-3.7** SCAG will provide assistance to local governments on how to address climate change issues in General Plan updates.

AQ-4. Develop policies that discourage the location of sensitive receptors that expose humans to adverse air quality impacts.

- AQ-4.1** SCAG shall assist local governments develop policies that minimize exposure of sensitive receptors and sites (e.g. schools, hospitals, and residences) to major sources of air pollution, including diesel particulate matter emissions, such high-traffic freeways and roads, rail yards, ports, and industrial facilities.
- AQ-4.2** Local governments should amend General Plans, zoning ordinances, business licensing, and related land use permitting processes to minimize human health impacts from exposure of sensitive receptors to local sources of air pollution. Jurisdictions should consider applicable guidance documents, such as CARB's *Air Quality and Land Use Handbook: A Community Health Perspective* and the South Coast AQMD's *Guidance Document for Addressing Air Quality Issues in General Plans and Local Planning*.

AQ-5. Practice and promote sustainable building practices.

- AQ-5.1** SCAG shall disseminate information about energy efficiency and green building programs and energy use reduction, such as the U.S. Environmental Protection Agency's (EPA) Energy Star Program, the Air Quality Management District's (AQMD) Equipment Exchange Program, and U.S. Green Building Council's (USGBC) LEED Program through the SCAG web site, web links to other programs, and educational workshops and presentations.
- AQ-5.2** SCAG shall adopt a policy to strive for carbon neutrality for its own facilities and operations.
- AQ-5.3** SCAG shall utilize its IGR process to recommend utilization of green building practices as potential mitigation measures.
- AQ-5.4** SCAG, shall engage both private and public sectors to assist local government in the creation of green business certification program for businesses that want to reduce energy usage.
- AQ-5.5** Local governments should adopt policies that strive for carbon neutrality for their own facilities and operations.

- AQ-5.6** In updating their General Plans and/or zoning ordinances, local governments should adopt policies that promote the use of green building practices, which include incorporating LEED design standards and utilizing energy efficient, recycled-content and locally harvested or procured materials.
- AQ-5.7** Local governments should develop incentive programs (e.g. density bonuses) to encourage green building and resource and energy conservation in development practices.

Strategic Initiatives

- AQ-S-1 SCAG shall work with federal, state, and local stakeholders to identify long-term innovative strategies that can achieve significant emissions reductions from the transportation system, including transformative goods movement strategies.**